

County Administrator

Department Overview

The County Administrator's Office was created by the Gallatin County Commissioners in October of 2003 in recognition of their desire to pursue excellence in government. Continually increasing demand for services is a consequence of the strong growth Gallatin County has experienced in recent years and this was another factor in the decision to create the position. The County Administrator is responsible to the County Commission for all departments assigned to the position including Compliance, Court Services, Dispatch-911, Facilities, Finance, Grants, GIS, Human Resources, Information Technology Services, Open Space, Planning, Rest Home and Road/Bridge. Funding for the office comes from taxes assessed within the County General Fund. By facilitating a diverse range of operations, the County Administrator provides support to the County Commission and enhances the operational effectiveness of County Government.

Department Goals

- Foster excellence in government and continuous improvement in organizational climate through leadership and professional development.
 - Align County operational practices with Commission and public goals to ensure high quality customer service and responsiveness.
 - Promote employee retention and other vital human resources strategies.
 - Identify potential operational efficiencies that may produce savings for taxpayers.
 - Serve as a liaison within County Government as well as with various boards and represent Gallatin County in a manner that enhances intergovernmental relations.
 - Facilitate effective communication within County Government and insure congruence between the policy and operational levels.
 - Provide capable executive leadership within Gallatin County.
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Recent Accomplishments

- Facilitated several strategic planning events for departments as well as consensus building activities around issues such as wastewater and gravel pits.
- Responded to concerns identified in the employee survey in a series of eight sessions with Gallatin County employees.
- Catalyzed the improvement of employee safety programs.
- Provided assistance to several independent boards on personnel issues.
- Supported several major capital improvement projects.
- Designed procurement specialist position and succeeded in attracting a well qualified candidate.
- Supported major revisions to personnel policies with Human Resources.
- Published articles on Gallatin County in the *Public Administration Times* and the *Public Manager*.
- Instituted regular communication forums and liaison functions with senior staff.
- Maintained relations with several local governments as well as external boards.
- Conducted informal analysis of professional development needs and initiated work on a *Management and Supervision* course in which 37 Gallatin County managers received certificates of completion and facilitated several other opportunities for professional development.

GENERAL GOVERNMENT

County Administrator

Department Budget

Object of Expenditure	Actual FY 2007	Final FY 2008	Actual FY 2008	Request FY 2009	Preliminary FY 2009	Final FY 2009
Personnel	\$ 116,423	\$ 160,289	\$ 170,477	\$ 214,612	\$ 222,463	\$ 222,545
Operations	24,350	47,673	30,662	44,661	44,661	44,661
Debt Service	-	-	-	-	-	-
Capital Outlay	8,549	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total	\$ 149,322	\$ 207,962	\$ 201,139	\$ 259,273	\$ 267,124	\$ 267,206

Budget by Fund Group

General Fund	\$ 149,322	\$ 207,962	\$ 201,139	\$ 259,273	\$ 267,124	\$ 267,206
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
Total	\$ 149,322	\$ 207,962	\$ 201,139	\$ 259,273	\$ 267,124	\$ 267,206

Funding Sources

Tax Revenues	\$ 45,077	\$ 73,168	\$ 72,436	\$ 73,168	\$ 73,168	\$ 98,073
Non-Tax Revenues	37,936	61,964	60,725	61,964	61,964	96,502
Cash Reappropriated	66,309	72,830	67,978	124,141	131,992	72,631
Total	\$ 149,322	\$ 207,962	\$ 201,139	\$ 259,273	\$ 267,124	\$ 267,206

Department Personnel

Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	County Administrative Officer	1.00
1	Full-Time	Executive Assistant	1.00
1	Full-Time	Procurement Specialist	1.00
Total Program FTE			3.00

County Administrator

2009 Budget Highlights

Personnel

- Includes the hiring of a new Procurement Specialist.

Operations

- Funding of operational expenses associated with Procurement Officer and assumption of Motor Pool coordination absorbed within budget;
- Professional development activities including a leadership course will be offered.
- Additional costs for activities that may include training, employee and citizen surveys will be managed within the baseline budget or through cost sharing with HR, Finance and other departments.

Capital

County Commission Goals/Department Response

The close working relationship of the Commission with the County Administrator demands a very direct alignment between goals. Indeed, a key aspect of the Administrator's job is to implement Commission goals. The following section correlates Commission goals (in bold) with the operational objectives of the County Administrator's Office.

Equate community need with budgetary decisions

- Continue to advance performance management with Gallatin County by aligning community needs with budget priorities through collaboration with the Finance Office and support of greater citizen involvement.
- Advocate for a robust e-governance and improvement in the availability of information electronically.
- Serve as an information clearinghouse and respond punctually, respectfully and accurately to inquiries.
- Conduct energy audit for older county facilities to identify possible cost and energy saving measures.

Adhere to long-term plans

- Develop and implement a process for comprehensive planning.
- Integrate existing plans and promote cooperative effort among various groups involved in facilities, land use, subdivision, transportation and park planning.
- Serve as an expert resource for strategic planning initiatives.

Demonstrate exceptional customer service

- Model excellent customer service within the County Administrator's Office.
- Support initiatives to provide better electronic access to County government.
- Incorporate customer service as a component of professional development activities and otherwise serve as a resource for all County departments.

Serve as a Model for Excellence in Government

- Continue efforts to improve organizational climate through effective communication and liaison activities.
- Promote efficiency, stewardship and effectiveness through performance management and consistent attention to public needs.
- Maintain efforts to address risk management issues in concert with First West.
- Provide strong executive leadership and advocacy for departments.

Improve Communication within County Government, other jurisdictions and with our public

- Serve as a liaison, facilitator, mediator and representative as needed.
- Devise continuity of governance/operations plans.
- Continue intergovernmental collaboration through involvement and communication with other entities.
- Maintain a broad working knowledge of all County activities in order to serve effectively as a strong purveyor of information.
- Represent the County as a spokesperson as needed.

Be an employer of choice and improve employee retention

- Identify and address competitiveness factors associated with retention.
- Improve working conditions wherever possible and insure that health and safety continue to be priorities by providing assistance to Facilities and the Safety Committee as well as compliance with applicable standards.
- Work with Human Resources to take corrective actions as necessary.

GENERAL GOVERNMENT

County Administrator

WORKLOAD INDICATORS		Actual	Actual	Estimated	Projected
Indicator		FY 2006	FY 2007	FY 2008	FY 2009
1.	Provide oversight of assigned departments	N/A	Ongoing	Ongoing	Ongoing
2.	Direct support for Open Lands/Parks & Procurement	N/A	Ongoing	Ongoing	Ongoing
3.	Liaison for BCC/representative Activities	N/A	Ongoing	Ongoing	Ongoing
4.	Continue professional development activities	-	-	4	5
5.	Draft policies as required	N/A	3	2	2
6.	Serve as information clearinghouse	640	960	1200	1250
7.	Develop continuity of governance plan.	0	0	0	1

PERFORMANCE MEASURES		Actual	Actual	Estimated	Projected
Measures		FY 2006	FY 2007	FY 2008	FY 2009
1.	Complete curriculum for mgt. & supervisor course/ facilitate training events	0	0	1	1
2.	Formal & informal complaints to BCC by department heads, jurisdictions & the public	N/A	N/A	<20	<30
3.	Produce >\$80K savings through efforts.	N/A	N/A	N/A	1
4.	Provide information, make contact, conduct meetings, resolve conflicts between staff members and others.	N/A	640	1200	1250
5.	Extend assistance upon request to County Boards and districts.	N/A	3	11	14
6.	Reduce overall attrition by addressing issues related to compensation and employee satisfaction.	22.3%	24%	20%	18%
7.	Through coordination, research and analysis and facilitation create an initial comprehensive plan	-	-	1	1

Comments

The County Administrator's Office is well established within Gallatin County Government and excellent working relations have been established with all appointed and elected departments. For this reason it will be possible for the Administrator to make a favorable impact on assisting department in meeting their ever-increasing demands. As Montana's fastest growing county, addressing the ongoing challenge of developing and maintaining infrastructure as well as meeting the demand for services will require concerted effort. Effective management and leadership should help to improve productivity and Gallatin County's organizational climate while reducing attrition. Effective communication will be essential in achieving the desired goal of broader commitment to the organization. FY 2009 will be a year of comparative austerity and the County Administrator's Office is fully committed to managing for results despite these resource constraints.